



The Examiner

Naval Hospital Twentynine Palms

"Serving with Pride and Professionalism"

Volume 6, No. 2

February 1998

Naval Hospital Picks People of the Quarter, Year

In a recent ceremony held at the Naval Hospital Quarterdeck several people were honored for being selected as People of the Quarter for the period October 1 through December 31, 1997.

Also named was the Officer of the Year, Senior Civilian of the Year and Civilian of the Year.

Mrs. Dolores B. Richard was named as Red Cross Volunteer of the Quarter. Her citation read in part, "Your contributions to Naval Hospital Twentynine Palms have included greeting patients, obtaining and filing patient charts, assisting new patients in completion of registration packets, filing laboratory and radiology reports into patient charts, directing telephone calls, recording telephone messages, and photocopying departmental records. You have served as a liaison with other hospital departments, military facilities, and civilian providers for record requests. You have earned the respect and admiration of your peers, the staff of Outpatient Health Information Management Department, and the civilian and military personnel of Naval Hospital Twentynine Palms through your unwavering devotion to duty and friendly demeanor. Through your devoted service, you have come to be regarded as an inspiration by your peers and the hospital staff. Your willingness to help others and your enthusiasm to learn and to do more that which was expected are impressive."

Hospital Corpsman Third Class Jason M. Glasgow, Section Leader of the Treatment Room for Military Sickcall, was selected as Junior Sailor of the Quarter. His citation reads in part, "As Section Leader of the Treatment Room for Military Sickcall, you



HM3 Jason Glasgow

have demonstrated an innate sense of what it takes to be an outstanding Sailor and Hospital Corpsman. Hand selected to be the Field Corpsman for the Sergeant's Course and Assistant Supply Petty Officer responsible for a \$32,000 budget, maturity and sincerity are the cornerstones of your personality. You have demonstrated the professionalism and leadership ability normally seen in more senior personnel. Your contributions, both in the field with the Marines and in your work section, have been truly noteworthy."

Hospital Corpsman Second Class Huben L. Phillips, Leading Petty Officer for the Medical Records and Primary Care Department of Branch Medical Clinic, China Lake, was named as Senior Sailor of the Quarter. His citation reads in part, "Consistently performing your duties with the highest degree of pride and professional-

ism as the Leading Petty Officer for the Medical Records and Primary Care Department of Branch Medical Clinic, China Lake, California, you were instrumental in the reorganization of the department, streamlining patient check-in procedures and minimizing patient waiting time. Additionally, you instituted the automation of medical record tracking, utilizing CHCS and eliminating the use of Record Check Out Cards. Active in command activities, you served as the captain of the Naval Air Weapons Station, China Lake, Color Guard. Under your leadership, this unit performed at eight ceremonies, including the recent Change of Command for



HM2 Huben Phillips

Rear Admiral Chenevey."

Ms. Rebecca A. Pinkstaff-Litherland was selected as Civilian of the Year. Her citation reads in part, "As the department secretary,

See PEOPLE on page 7

CNO Addresses Concerns

See page 2

Navy Traditions and Customs

See page 4

Shriners Honor Staff

See page 10

CNO responds to Sailors' concerns

WASHINGTON (NWSA) -- Chief of Naval Operations Admiral Jay L. Johnson recently visited Sailors aboard ships and bases around the world. Here are responses to some of the questions asked of him.

Q1.) What are your thoughts about pay and compensation as we head into the New Year?

A1.) We're making some really good strides. The latest Defense authorization bill for instance has the 2.8 percent pay raise in it which went into effect Jan. 1st. Is that enough? Is that what Sailors deserve? Probably not. But the truth of it is, by law, that's as much as we're able to get. So we were supported to the maximum extent of the law.

BAQ and VHA have been combined into one allowance for housing. The net result is it's going to be more accurate and more responsive, and I think it's going to mean the right people are going to get the right amount of money for housing allowances in ways that we haven't quite hit the mark on thus far.

We haven't updated the flight pay program for almost 10 years. It's being updated starting this new year. And the same goes for some of the other special skills.

I use those as just a few examples to tell you that there is a lot going on in the compensation support and in the quality of life support for all of us, and Sailors should take comfort in that and feel good about it. It's a commitment that I never lose sight of.

Q2.) Are there any other compensation issues you are working on?

A2.) Yes. You might have heard talk about the proposed Thrift Savings Plan. I support TSP as a tool to help our military families plan for their futures. Some say it would threaten our military retirement benefit package. To the contrary, I believe it strengthens it. We really need to look at this proposal separately from the current retirement benefit because TSP is an investment vehicle -- a transportable, tax-deferred method of capital appreciation which would put our people on par with other federal employees who enjoy both a retirement plan and a savings plan. TSP is a great idea and I'm working hard to see it implemented. We hope our efforts are successful because TSP would be an excellent means to help in retaining our best Sailors.

Q3.) What about the size of the force in terms of people and ships?

A3.) We are reshaping the Navy. We have

390,000 active duty today. The glide slope that we're coming down is going to take us to about 369,000 to 370,000 in the force by the year 2003 -- that's okay -- that's the right size for us. The Reserve Force is going to come down to about 90,000. The civilians are coming down by about 8,400 to 8,500 right now. I'm okay with that.

The number of surface combatants will be maintained at the QDR (Quadrennial Defense Review) established 116 ships. The number of attack submarines is coming down by about 17 more ships for a total of 50, but what you'll see on the other end of all that is what I would call a more meaner, leaner Navy. It's a Navy that can do its job and still live within its means so that we don't, every year, get to the middle of the year and have them send you a message that says, "Stop all moves, we're out of PCS money... The manpower account is empty -- we've got to wait 'til we get money mid-year, etc., etc."

We're doing our level best to get out of that business so that when we start the year we know how much money we have, and we spend that money throughout the year and we don't do the hip hop. We're very serious about making that work. Living within our means -- it's extremely important.

Q4.) Do you anticipate improvements in advancement numbers?

A4.) Advancements are too slow and too low, we know that, but I would tell you and ask you to make sure that we all keep it in perspective. When you're coming down in size and retention is good, as it is right now, and we all make a commitment that we're going to keep the faith with the career force and that we're not going to RIF anybody, then we all have to accept a slowdown in advancement until we get stabilized at the bottom of that glide slope. Why am I saying that? I'm asking Sailors to take a little bit longer view of where we are headed in the context of advancements. Once we get through this reshaping the numbers are coming up. It's totally predictable and it will happen. So, if you're frustrated because you know you deserve to be advanced, keep trying. It will come.

Q5.) With what seems like increasing commitments in a downsizing environment will we be seeing longer deployments?

A5.) No. I'm absolutely committed to holding the line on our six month deployments. I would tell you that for us OPTEMPO



and PERSTEMPO right now are okay. Why do I say that? I say it because the only one who can waive our PERSTEMPO policy is the CNO. So I have full visibility on the issue. We are not going back to the days of nine month deployments with short turnaround periods. We learned some very painful lessons about retention when we did. There was

See CNO on page 6

The **EXAMINER** Newsletter is an authorized publication of the U.S. Naval Hospital, Twentynine Palms, CA 92278-8250. The views expressed in this publication are not necessarily those of the Department of the Navy.

Commanding Officer

CAPT. R. S. KAYLER, MSC, USN

Executive Officer

CAPT. J. HUBER, NC, USN

Public Affairs Officer/Editor

DAN BARBER

The **EXAMINER** welcomes your comments and suggestions concerning the newsletter. Deadline for submission of articles is the 15th of each month for the following month's issue. Any format is welcome, however, the preferred method of submission is by e-mail or by computer disk. The Public Affairs E-Mail address is: tnp1dmb@tnp10.med.navy.mil. The Public Affairs Office telephone number is: DSN 957-2362, Comm (760) 830-2362, Fax: (760) 830-2385.

The **EXAMINER** is printed, under contract, on 100 percent recycled paper by Monument Printing, 57382 Twentynine Palms Hwy., Yucca Valley, CA 92284. Tel: (760) 365-5655, FAX: (760) 365-4936.

The **EXAMINER** editor would like to thank all those who participated in this edition.

From the Desk of the XO...

Another Success Story

I would like to share with you another of our success stories this month. This one takes place in the Emergency Medicine Department.

On Christmas Eve, a Marine officer's mother, who had come to Twentynine Palms to celebrate the holidays with her son's family, was suddenly taken ill. Not knowing what else to do, the Marine officer brought his mother to our Emergency Medicine Department. His mother was quickly evaluated by members of the staff, determined to be in distress and admitted to the ER for stabilization. She was comforted and educated by the staff, examined by the physician, treated quickly and efficiently, and soon felt much better. The staff then set about making arrangements to transfer the patient to a civilian facility because she was not eligible for military health care. Both she and her family were kept constantly informed, and she was transferred later that evening to another hospital.

Now, I am sure you all realize that this is nothing new for the ER staff. They do this type of thing all the time, and they are very good at it. But the Marine and his family had never had such an experience. Their mom and grandmother had become very ill, during a holiday, when she was very far from her home. They were very afraid and anxious about her, but impressed by the way that she was treated, the efficiency and professionalism of the staff, and the way they were kept informed and involved in the process. Christmas was not going to be the way

they had planned, but they were very relieved that she would be OK.

So, this Marine went back to work and shared his experience with his Department Head who passed it along to his commanding officer. His commanding officer was so pleased that he sent an e-mail to the Chief of Staff and the Commanding General telling him how much he appreciated the Hospital's support for one of his Marines. He passed along the message the Marine officer had prepared:

"Sir: I want to pass along a very belated thank you to some very caring, competent members of your staff — LCDR Madding, ENS McPhee, and Petty Officers Gonzalez and Banning — for emergency care rendered.

On Christmas Eve, my 72 year old mother, visiting from Florida to see her most recent grandson, and on her first cross country trip ever, was seized with great difficulty breathing, this resulting in panic. As we rushed her to the Emergency Room at the MCAGCC Hospital, the above sailors quickly:

- Immediately received Mom
- Stabilized Mom's breathing
- Helped Dad and me through the labyrinthine HMO admin wickets
- Diagnosed pneumonia and heart arrhythmia
- Dealt with a "difficult" patient in a caring manner
- Worked through a great deal of friction to find a civilian attending physician



Captain John M. Huber

for pass off and a "telemetry" ward to go to in Palm Springs

- Arranged for an ambulance

While I'm sure these high standards are the MCAGCC Hospital norm, it is important you know two things:

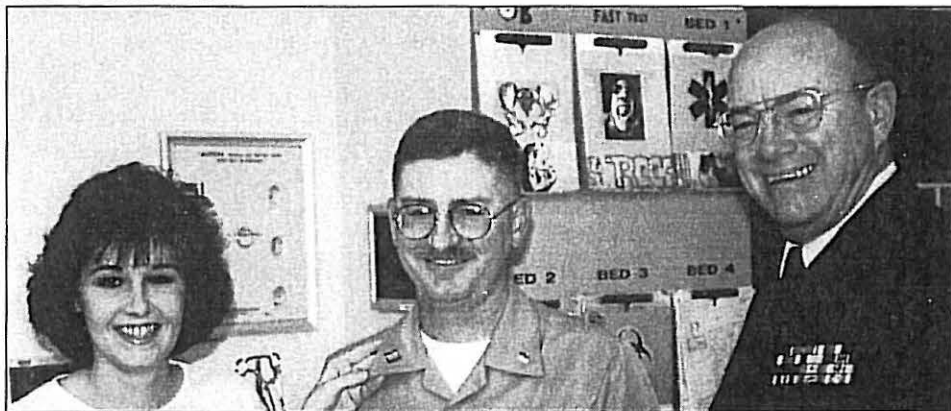
1 - Mom and Dad have both remarked they witnessed better quality care here than at any other time they can remember...and regrettably they've had lots of experience in recent years.

2 - The entire [name deleted] family offers our sincere thanks for saving Mom (Grandmom) during this holiday family crisis."

The Chief of Staff sent CAPT Kayler and I the following message: **"My compliments to you and your staff. This has to be one of the best, if not the best, hospital in the Navy and particularly that services Marines. Thanks for your attitude of service to your customer/patients."**

Another success story!! That sequence of events so impressed the Marine officer, that it has now been shared with all sorts of people, including the Commanding General. Don't think no one is paying attention to what you do. Don't underestimate your ability to have a profound impact with just one act of kindness or support that you think is "just routine." It isn't routine to the people who depend on you and look to you when they are scared and concerned for their families. Bravo Zulu to the ER staff, for this and all the good work that they do. Well done. You make all of us look good.

Advanced...



In a recent ceremony, Lieutenant Troy King was promoted to his current rank by Captain R.S. Kayler, Commanding Officer, Naval Hospital Twentynine Palms.

Excerpts from Our History...

Navy Traditions and Customs

By CDR James A. Norton, MSC, USN
Director for Administration

In this, our third in a series of articles on Navy traditions and customs, I thought I would share some nautical trivia on the origin of the salute, the "eyes of the ship" and the term "carry on."

The Salute

The hand salute is the military custom most military personnel learn first and use the most while serving in the military. It is centuries old, and probably originated when men in armor raised their helmet visors so they could be identified. Salutes are customarily given with the right hand, but there are exceptions. A Sailor, whose right arm or hand is encumbered, may salute left-handed, while personnel in the Army or Air Force never salute left-handed.

Eyes of the Ship

Most of the early ships had heads of mythological monsters or patrons carved in the bow; hence, the terms "figure head," "the heads" and the term "eyes of the ship" followed from the eyes of the figures placed there. Large "eyes" are still painted on the bows of Chinese junks.

Sailors also believe that these "eyes" help them and their ship through storms by magically seeing the right of way. One particular sailor's tale says that on the day before he was to sail, he bought his wife two beautiful green emeralds for earrings. He was heartbroken when she did not like them; so instead, he used them as the eyes of the female "figure head" on the bow of his ship.

His wife had a change of heart that night, and unbeknownst to her husband, removed the emeralds from the wooden figure. She planned to wear them upon his return, but he never did. One day after sailing, his ship steered right into a typhoon and sank. Some say it was because the ship could not "see" as his wife had stolen the ship's "eyes." When the wife heard the news, she cried for days until she fell asleep. When she awoke, she was blind... and the two beautiful emeralds had disappeared.

Carry On

In the days of sail, the Officer of the Deck

kept a weather eye constantly on the slightest change in wind, so sails could be reefed or added as necessary to ensure the fastest headway. Whenever a good breeze came along, the order to "carry on" would be given. It meant to hoist every bit of canvas the yards could carry. Pity the poor Sailor whose weather eye failed him and the ship was caught partially reefed when a good breeze arrived.

Through the centuries the term's connotation has changed somewhat. Today, *The Bluejackets Manual* defines "carry on" as an order to resume work — work not so grueling as two centuries ago.



CDR James A. Norton, MSC, USN

From the Desk of the Command Master Chief... On the History of the Hospital Corps

This month we pickup on our Hospital Corps history in the mid 1800's.

An extract from a letter in the Bureau of Medicine and Surgery dated 5 May 1843, reads as follows: "A circular is now under construction to allow a Surgeon's Steward for all hospitals and vessels, without the necessity to sign articles, but to be appointed." By all indications, the Surgeon's Steward superseded the Loblolly Boy. The pay of the Surgeon's Steward is first listed as being \$18.00 per month and one ration.

"A Surgeon's Steward is allowed at all hospitals and Navy yards and on board every vessel having a medical officer. As it is important that a respectable class of persons should be employed in this capacity, surgeons will endeavor to select such as have some knowledge of pharmacy and ordinary accounts and are of industrious and temperate habits" (Instructions for Medical Officers, U.S. Navy, 1857). This was evidently the beginning of selection of specially qualified personnel. In 1863 an order of the Navy Department allowed male nurses on receiving ships in numbers proportionate to the necessities of the case. "Surgeon's stewards to rank next after the master-at-arms (who was the leading petty officer of the vessel), and Surgeon's Stewards are never to be discharged without the consent of the officer appointing them or their successors, except by sentence of a court martial" (U.S. Navy Regulations, 1865).

Seeing to the physical well-being of the crew was the job of the Ship's Surgeon. He inspected the men as they came on board and helped fight the sailor's real enemy - disease. With the assistance of the Surgeon's Steward, he tended to the men in the sickbay, visiting them at least twice a day as set forth in regulations. The illnesses on board ships were basically routine, so were the methods of treatment. Medicinals were designed to counter-



HMCM (SW) Robert Bettis

See HISTORY on page 11

Chaplain's Corner...

Obtaining Spiritual Readiness is a constant task

By Chaplain Dan Dudley
Naval Hospital Twentynine Palms Chaplain

The month of February is a very special time of the year for me. My only daughter and first born child was born on Ground Hog Day. My second son and our youngest child was born on Lincoln's birthday. It is the time of the year that I shower my sweetheart with flowers and chocolates during the holiday of love-Valentines Day. My mother celebrates her birthday on the 18th. It is a busy month so I am getting ready now to face the whirlwind of festivities.

Pre-planning and getting ready are a part of our daily lives. Readiness is a term we use in the military that demands a constant posture of availability for service or action. To be "battle ready" means that we are prepared, should the need arise, to defend our Nation's freedom in a moment's notice. For an athlete, physical readiness would mean obtaining and maintaining a level of conditioning that would allow them to be competitive in their respective sport. Meteorologists have come a long way from chasing the shadow of a common rodent in their predicting weather patterns, and yet we still

need disaster planning and training for survival in the midst of devastating storms.

War and weather are hard to predict and who knows when Don King will promote his next fight, but what about the unexpected battles and storms we face in our daily lives, such as: illness; loss of job; divorce; or death of a loved one. Is there any thing we can do to brace for the intense winds and earth shaking experiences we face in life? Yes there is, we must be spiritually fit before we face life's battles.

Spiritual readiness would demand from us a constant state of preparedness that ensures the strength and stamina to weather life's most vicious storms. To achieve this level of readiness one must attain the discipline of a well trained athlete or a battle ready warrior. It would mean a rigorous spiritual training program exercising the heart, mind and soul, ensuring a spiritual "buffness." Then with the same spirit and faith of the psalmist, we could boldly profess "yea, though I walk through the valley of the shadow of death, I will fear no evil; for You are with me; Your rod and your staff, they comfort me."

God is our shelter or refuge. He is our resource for comfort and peace when the relentless winds batter our fragile being. His

hand of protection is made available to all who seek it. Although, many choose to weather the storm alone and exposed. Don't wait until the tornado is at your back door before start to dig the cellar. Know the source of refuge before the storm hits. Assume the position of spiritual readiness now, and then when the sirens of danger begin to blow you will already know what to do and where to go. Get involved in a spiritual fitness program now to enhance your readiness.

May God bless you and give you peace always!

New Hospital Family Members

Congratulations to the following hospital staff members who recently had new additions to their families:

Goldberg Baby

Lieutenant Commander Kathy and Charlie Goldberg are proud to announce the birth of their son, Matthew Ryan who was born at Naval Hospital Twentynine Palms at 2:48 p.m., on November 25, 1997. Matthew weighed 7 pounds, 6 ounces and measured 19 inches in length at birth.

Nelson Baby

Angela Nelson and HM3 Karl Nelson are proud to announce the birth of their son, Kody Allen who was born at Naval Hospital Twentynine Palms at 5:50 p.m., on December 3, 1997. Kody weighed 8 pounds, 4.1 ounces and measured 20 inches in length at birth.

Loshbaugh Baby

Ensign Darlene and David Loshbaugh are proud to announce the birth of their son, Michael Orion who was born at Naval Hospital Twentynine Palms at 9:38 p.m., on December 27, 1997. Michael weighed 9 pounds, 2 ounces and measured 21 inches in length at birth.

Hail and Farewell...

Welcome Aboard

LT W. Dosch
LT K. Bransonberry
LTJG M. Horton
LT L. Graham
ENS J. Bratz
HN R. Garcia
SK3 C. Channel
HN K. Gaines
HA A. Offner
YN3 T. Rodriguez
HR N. Horton
HR D. Ayres
MS3 J. Miller
HM1 D. Ellison
MS3 G. Nieman
HM3 Montford
HN D. Vasquez
HM1 E. Smith
MS2 R. Bueno

HM3 C. Bashor
HM3 W. Gonsorcik
HM3 A. Latty

Farewell

LT L. Holland
LT S. Knott
LT S. Trowbridge
LTJG N. Moser
HM3 C. Aguilar
HM2 C. Espejo
HM2 F. Ocampo
HN P. Cox
HN V. Robinson
HM2 J. Blackwell
RM2 D. Lowe
HM2 M. Lewis
HR G. Snider
DT3 D. Cameron
HM2 M. Quizon

CNO...

Continued from page 2

a time when we prided ourselves on nine month deployments, coming home for five months and then doing another. Next time you look at going for another nine monther, you're the only one standing there. Everyone else is gone. That's why we have a policy of six month portal-to-portal deployments, a two-to-one turnaround ratio, and a minimum 50 percent time in home port over a five year period -- looking back three years and ahead two. So we watch OPTEMPO and PERSTEMPO very closely. Our tip of the spear readiness is as good as its ever been. Our focus of effort today is on the non-deployed side of our lives. That's where the wheels could come off the trolley if we're not smart about it. I want to make sure that we aren't going TAD too much -- in some cases we are. I want to look at working hard to balance the need to work-up for the next deployment with the opportunity for Sailors to spend quality time in home port.

Q6.) What is one major item on your agenda that you'd like to share with Sailors?

A6.) I'd like all of us to think about innovation in the Navy. We're putting ourselves in the innovation business. I believe we need to work hard on capturing the technology race that's all around us. We can do it operationally, organizationally, and we can do it with the actual applications of the technology. We're working real hard to do that. We're making incredible investments in technology and incredible investments in innovation. We're reorganizing the Navy's doctrine, innovation and strategy organization -- what I'm really trying to tell you is we're going to try to realign ourselves organizationally in such a way that we can capture innovation in very profound ways and apply it back into everything we do in the Navy. That's not something the CNO's going to do, that's something Sailors are going to do. Everybody is going to be able to make an input. That's important for our future.

Q7.) What's on the horizon for amphibious warfare and the ARG's?

A7.) Amphibious warfare will be revolutionized with a new class of ships called the LPD-17 -- the first of 12 is being built right now. The Amphibious Ready Group of tomorrow is going to be a three-ship Amphibious Ready Group. It's going to have a big deck LHA or LHD in it. It's going to have a LPD-17 which will replace 4 classes of am-

phibious ships with a much more capable platform, and an LSD-49. Those will be the Amphibious Ready Groups of tomorrow. We need 12 of them and we'll have 12 of them. Very exciting, very innovative, with lots of new technology.

Q8.) There's a new aircraft carrier in the works. What can you say about it?

A8.) We're going to build another Nimitz class carrier called CVN-77, but it won't be like the rest of them. It will be a truly transition ship -- the first carrier of the 21st Century. It will allow us to put technology to work in new and exciting ways, to see if we can take the manning of the ship from 3,500 down to 2,500 or 2,000 -- we're not sure yet. We'll put technology to work and innovate so that we can make that ship as combat ready or more combat ready than today's carriers, do it with fewer people, do it with less total ownership costs. That's where this train is going, with a revolutionary new class of carrier called CVX to follow that.

Q9.) How about the FA-18 E/F? Where does it fit into the Navy's plan?

A9.) The Super Hornet represents the cornerstone of the future of naval aviation. It is a plane that is faster, stealthier, more survivable and able to carry a greater payload than the planes it will replace. We've got seven up and flying at Pax River, one of which I flew myself, and I'll tell you Super Hornet is an awesome machine. This is the right plane for the Navy, and will serve as a bridge to another exciting Tacair Program still in the design stages, the Joint Strike Fighter.

Q10.) What about submarines?

A10.) We have three Seawolf submarines, to be followed by an entirely new class called the New Attack Submarine. We're doing something we've never done before. We've taken two competing yards -- shipbuilders -- and instead of competing against each other to build those submarines, they are teaming together to build those submarines. We'll get a better submarine, it will cost us less, and we'll still be able to complete the technology insertions that will go into those submarines so that they will be able to stay ahead of any conceivable threat around the world as far into the future as we can see. It's built for the shallow and deep water -- it will be an awesome class and we have four of them coming in the next five years. That's innovation. That's what I'm talking about.

Q11.) What about the Surface Navy of tomorrow?

A11.) The Surface Navy of tomorrow with the Arleigh Burke Class DDG-51 that we're building right now will be awesome. We'll

have at least 57 of them to be followed by a new class of ship called the Surface Combatant for the 21st century -- SC-21. And don't forget about the Aegis cruisers out there. By the time we pass the turn of the century we'll actually be starting to embed within the Aegis Fleet, the capability to do Theater Ballistic Missile Defense. It will change everything -- mark my words, because in the year 2001, embedded in that forward-deployed naval force, will be the capabilities of doing Theater Ballistic Missile Defense. What does that mean? It means that we will have a protection envelope that we can provide to our shipmates, to our allies, and to the world. It goes everywhere we go -- it will be in our pocket every day of the year. Powerful stuff, huge, that's coming. That's innovation and technology and that's where we're going.

Q12.) Some people say you can't make a mistake anymore, that it affects your career too much. What's your view as the CNO?

A12.) I hear a lot about the business of "zero defects," that if you make one mistake you're out of here. Here's what zero defects means to me: In parts of our lives, zero defects is the only way to go. As a fighter pilot, I spent a lot of time on flight decks of aircraft carriers. A flight deck of an aircraft carrier at sea, that's a zero defect environment. You make a mistake and somebody can die. The business of laws, criminal laws, moral laws -- that's zero defect stuff -- no compromise. Put those aside for a moment. In everything else we do the rest of our lives there is a time when we have to accept the reality that none of us are perfect, we're all going to make mistakes, we all have made them, and we'll continue to make them. The key to that is understanding that reality, number one; and number two, learning from those mistakes and then getting on with it. Much easier to say than to do by the way. Most of our lives we have to accept the reality that we're all going to make mistakes but we have to learn from them and then go on with it. I have to be careful when I say that because people forget the first part of what I said. Don't forget the part where zero defects is the only place to go. But for the rest of it, you've got to be real with each other. That's what zero defects means to me.

Q13.) What advice do you have for Sailors to help them reach their full potential?

A13.) I would ask each of you to make sure that wherever you are, wherever you work -- it's bigger than work really, it's 24-hours-a-day -- to do everything in your power to create an atmosphere or an environment of

See CNO on next page

People...

Continued from page 1

you have consistently proven to be an invaluable asset and vital member of the



Rebecca A. Pinkstaff-Litherland

Physical Therapy Team. You volunteered to take on the immense responsibility of Automated Data System (ADS) supervisor and CHCS supervisor. Your meticulous attention to detail resulted in the department consistently having one of the highest ADS completion rates in the hospital. You were instrumental in preparing the department for the Joint Commission for Accreditation of Healthcare Organizations (JCAHO) Survey. Using the experience you gained from preparing topnotch customer service resulted in being selected as one of 175 throughout the Navy to train as a Navy Medicine Customer Relations Program facilitator. In addition to your duties in the department, you have volunteered many off-duty hours in assisting with the coordination of the retirement ceremony for your department head. Demonstrating your creativity, you designed a department brochure providing easy access to information regarding appointments and services available. You are well known and respected throughout the command, Combat Center, and the civilian community for your

selfless, friendly, reliable, and competent manner."

Mr. Robert F. Balagot, Quality Assurance Coordinator the Laboratory Department, was selected for both Senior Civil-

See PEOPLE on next page.



Robert F. Balagot

CNO ...

Continued from previous page

dignity, trust, respect, confidence and caring. It's golden rule stuff. Set an environment around you in which you'd like to operate, that you'd be comfortable with no hassles, no discrimination -- you get the idea. Each of us can directly influence that and we must.

I'm saying this because if we can do that, wherever you are, turns out that it's good for you, it's good for the people around you, and it's good for the Navy too because it allows each of us the opportunity to reach our own full productivity because you're not worried about this or that. You can focus on what you're doing, the task at hand, and you can produce. That's what it is all about. I would ask each of you to do everything you can to create that atmosphere, wherever you are, dignity, respect, trust, confidence, friendship -- you get the idea.

Q14.) What is your vision of the Navy for tomorrow?

A14.) That's a vision that has us steering by the stars ahead of us, not the wake behind us. It doesn't mean we forget everything that happened behind us. We capture what we need to learn out of the past and we apply it to today and into tomorrow. The stars that are going to guide us are four in number. I remind you that it's hard to see the stars out there

ahead of you if you're not holding your head up high. So look at the stars. The four of them that are out there which will guide us into tomorrow are: Operational Primacy, Leadership, Teamwork and Pride.

The first star is Operational Primacy. Without question, we're the greatest Navy in the world, number one, hands down. Operationally no one can touch us, that's the way it must be, that's the way we want it, that's the way we like it, that's what the world expects. We want to be able to say it and mean it, and have the numbers to back it up a year from now or 10 years from now.

With all that goes on around us, it could be easy to take your eyes off the Operational Primacy ball. By making it one of our guide stars, I'm asking each of us not to do that. Don't ever take your eye off the Operational Primacy ball because if you're not better than everybody else in the world operationally, none of the rest of it really matters. That's why Operational Primacy is important. That's why it's a guide star.

Leadership is the second one. We've learned a lot about ourselves in the last decade in the leadership business -- some of it good, some of it ungood. We've applied those lessons really well. Right now I have huge confidence in the leadership of the Navy and I have great hope for the future. We've done some pretty profound things. One is, we're taking a different approach, in some respects, to the recruits that

we bring into the Navy.

We've changed boot camp. Sailors who haven't been there and seen it or read about and learned first-hand, are probably operating on bum gouge. It's powerful stuff. We get recruits in the door and we're working very hard to instill pride in them instead of fear. It's a work in progress but we've made a lot of that in the last couple of years -- pride instead of fear.

Then we invest a lot of time in our core values of Honor, Courage and Commitment and once we have that, then and only then do we worry about the warrior spirit and the warrior ethos -- you pick the term.

We've added a battle problem at the end called "Battle Stations." We copied it from the Marine Corps -- not in content but in concept. The idea of a capstone event at the end of recruit training to cement relationships, to build teamwork, to foster confidence in each other, to learn about shipmates, to learn about self -- it's working pretty well.

It's a 14-hour battle problem -- a series of events. I've been out to see it -- as I said a work in progress - the feedback we're getting is very good. We have changed recruit training in a very positive way. We'll continue to make it better as we go.

The other one is the Leadership Training Continuum. Sailors who stay in the Navy

See CNO on next page

People...

Continued from previous page

ian of the Quarter and for Senior Civilian of the Year honors. His certificate for Senior Civilian of the Year citation reads in part, "Serving as the Quality Assurance Coordinator for the Laboratory Department, you performed your duties in an exemplary and highly professional manner. All performance testing for the hospital, including glucose meters on the wards, is monitored by you to maintain our accreditation through the College of American Pathologists (CAP). In addition, you rewrote the blood bank procedure manual in the navy Blood Program format and revised the competency files for the whole department in time for the hospital's JCAHO inspection. You joined the first CAP inspection team from our hospital and inspected the laboratory at Needles Community Hospital. As a leader in continuing education, you provide weekly in services to the laboratory staff and are always available for technical consultation. Your humorous and goal-driven attitude makes you a prized team member for the many military and medical challenges that face our junior staff. For special needs and events, you frequently rearrange your scheduled workdays to best serve our hospital. You are an active member of the MCAGCC Chief Petty Officers Association, the Pilipino-American Association, La Mirada High School PTA, Benton Middle School PTA, Pioneer Days, Action 29 and a food collection project for the homeless with St. Gregory's Church."



LTJG Dawn McGowan

Also selected for the double honor of being named both the Officer of the Quar-

ter and Officer of the Year is Lieutenant Junior Grade Dawn E. McGowan, Head, Command Evaluation. Her Officer of the Year citation reads in part, "During this past year you have repeatedly distinguished yourself as an exemplary officer. In addition to serving as the Department Head of two key, complex departments, you assumed many additional duties including the Morale, Welfare, Recreation Committee, command Wardroom Committee, Navy Ball Committee, and the Medical Service Corps Ball Committee. In every case, you performed your duties in a truly outstanding manner. As the Head, Command Evaluation Department, you established the command's first Command Evaluation Procedures Manuals and a master tracking system for monitoring the recommendations, findings, and corrective actions of all inspections, surveys, and reviews performed at the command. As the Head, Personnel Department, you streamlined the command form letters to improve the correspondence flow throughout the command. Additionally, you improved the check-in process for newly reporting personnel, ensuring improved check-in accuracy while simplifying the process for new personnel. As a member of the command's wardroom, you assisted in the

planning of numerous "Hail and Farewell" social events for officers and coordinated the purchasing of flowers for officers' families during times of loss or illness. You played a key role in both the Southern California Medical Service Corps Birthday Ball and the regional Navy Birthday Ball. You organized the planned numerous fund raising activities for each of these events, ensuring that the costs from staff members

See PEOPLE on next page.



Harold Morley

CNO ...

Continued from previous page

for a career will become a part of the Leadership Training Continuum -- officer or enlisted -- it doesn't matter. There are eight blocks of training. It's got four courses spanning an enlisted career and four courses spanning an officer career.

It's structured, it's formal, it's very powerful and it's taught by people who have already been there. One course builds on the course before it. The point is, we have formalized leadership training in ways that we've never done in the Navy.

We're serious about Leadership Training. Fifty-six thousand of us a year are going to be going to that Leadership Training Continuum in one place or another so it's huge -- a serious commitment.

Teamwork is the third star and should go without saying. When I talk about it in terms of guiding us into tomorrow, it is not the obvious: giving orders and taking orders -- chain of command stuff -- it's one dimension beyond that. What I'm asking Sailors to do in simple terms is to take better care of each other. Look out for each other in ways that

frankly we stepped away from in some cases. Invest in each other within the chain of command in very positive ways and I'm convinced that we'll be a stronger Navy for it. That's the teamwork I'm talking about.

The fourth guide star is Pride. Every Sailor should take pride in what he or she is doing as well, if not better than they did before. We should all take pride in that. I'm suggesting that every once in a while Sailors pat themselves on the back and say, "You know, you really did do good work today, or this week, or this month." I dare say that Sailors are exposed to and contribute things that most civilians who have no affiliation with the military never see and never had the opportunity to do, so Sailors should feel good about that. Every Sailor in the Navy today is making a difference for our country and for our Navy for sure.

That's the vision. Operational Primacy, Leadership, Teamwork and Pride. The key to making that vision a reality isn't me, it's the Sailors. You are the future of the United States Navy, the future of the Navy is in your hands.

Here's To Your Health...

President's Glasses: Seldom Seen By Others

By Dale A. Young, O.D.
TRICARE Optometrist

More than half of all Americans wear glasses today, but you could hardly believe it by looking at the U.S. Presidents. Surprisingly, most U.S. Presidents have notoriously avoided public appearances while wearing spectacles, although all have had them available. Several have worn contact lenses, and some wear a contact lens in one eye to see clearly in the distance, and one in the other eye to see clearly when reading manuscript speeches. This viewing system, called monovision, is currently a popular option with many bifocal wearers.

There have been several nearsighted presidents, including George Bush, Ronald Reagan, Gerald Ford, Franklin Roosevelt, Theodore Roosevelt and Rutherford B. Hayes. There have been several farsighted Presidents, including George Washington, John Adams, Abraham Lincoln, Harry Truman, Jimmy Carter, and Bill Clinton. However, James Buchanan was different from those above in that he was nearsighted in one eye and farsighted in the other eye. Until recently, it was seldom that any president permitted photographs showing them wearing glasses.

President Washington bought fully engraved imported silver frames for about \$75 (a full course dinner cost about 25 cents at that time). However, he could not see well with them and, when reading, had to move his head along with the line of type in an ef-

fort to maintain focus of printed material. He was fortunate to have reading glasses. In those days, others who were reaching middle-age were advised to take up lumbering, sheep raising, or to go to sea, as they could never again expect to read well. President Lincoln purchased his first set of glasses for slightly less than 40 cents, but was quite embarrassed to wear them. Eisenhower's glasses never fit well due to the shape of his nose. He preferred loose-fitting frames in an attempt to increase comfort. However, during a particular press conference, it was observed that he pushed his glasses twenty-nine times with one hand and six times with both. On the other hand, Lyndon Johnson was very appearance-conscious, and assured his spectacles fit very tightly. John Kennedy only used glasses as a Senator.

There were some exceptions to these standard dilemmas. Theodore Roosevelt and Harry Truman were unable to see without their glasses, and Woodrow Wilson's glasses fit extremely well with his intellectual image. He was lucky in this respect since a severe retinal detachment left him with very poor vision in one eye.

Theodore Roosevelt's life took a dramatic change at age 13 when he began wearing glasses. Though a rather introverted boy, Roosevelt became an extroverted teenager soon after he was able to see clearly with glasses. The highly nearsighted Rough Rider took twelve sets of glasses with him to fight in the Spanish-American War, knowing he

would be helpless should he break a set while in battle.

Gerald Ford was known to have stored sets of glasses at various favorite retreats such as Vail, Camp David, and Grand Rapids. Similarly, Thomas Jefferson preferred to have several sets of glasses available. Jefferson had enough scientific knowledge about optics that he was able to prescribe and order his own glasses. He was one of the first to try Ben Franklin's "newfangled" bifocal invention, however it is not clear if he was able to adjust to the new device or even liked them.

The President with the most vision problems was Lincoln. He was severely farsighted, and crossed eyes, and eye coordination problems which occasionally caused him to experience double vision. Cataracts plagued John Adams, John Quincy Adams, James Madison, and Andrew Jackson, but cataracts, like gray hair, effect all aging individuals sooner or later. Zachary Taylor had crossed eyes but developed a compensatory habit of partially closing his divergent eye when talking to someone at close range. James Buchanan, who had an ocular muscle paralysis, developed an unnatural style of tilting his head quickly to one side when talking.

Lyndon Johnson was the first President to wear contact lenses. Although Johnson had difficulty wearing them, Presidents Carter and Reagan wore them successfully, Reagan since the 1940s. Truman was not particularly fashion conscious; he wore three different frame styles during his Presidency.

Today, U.S. Presidents receive their vision care and glasses or contact lenses at government expense, from Walter Reed U.S. Army Medical Center in Washington, D.C. Presidents Reagan and Bush both received their optometry support and glasses from National Navy Medical Center Bethesda.

Though you're not a President, you too may receive vision care at government expense at the Naval Hospital Twentynine Palms Optometry Clinic. Two well-seasoned optometrists with privileges to treat and manage medically-indicated ocular maladies are available to serve you. The active duty Navy Optometrist sees all active duty personnel and those retirees and their family members who are eligible for Medicare or not enrolled in TRICARE Prime. The TRICARE Optometrist sees all TRICARE Prime beneficiaries whether family members of active duty personnel or retirees and their family members.

People...

Continued from previous page

would be as little as possible.

"Your total dedication to duty and outstanding professionalism have been an inspiration to all the staff and have contributed significantly to this command's mission."

Mr. Harold I. Morley of the hospital's Pharmacy Department has been named as Civilian of the Quarter. His citation reads in part, "While assigned to the Pharmacy Department, you have demonstrated exceptional professionalism and exemplary devotion to duty. Your enthusiasm and genuine concern in providing the highest quality of

patient and pharmaceutical care have been highly impressive. Your knowledge in pharmacy inventory management has been instrumental in managing the pharmacy budget in times of limited resources and personnel. As the acting Assistant Department Head, you have helped to inspire the staff to develop and implement changes to increase efficiency and productivity. You have consistently displayed exceptional management skills and leadership during a critical time in the Pharmacy with reduced funds and a severe shortage of personnel. Your effective, hard working, self-sacrificing style, marked by your competence and professionalism have significantly contributed to the administrative needs of the Pharmacy Department."

Congratulations to all.

Shriners Honor Hospital Staff

In a recent ceremony held on the hospital's Quarterdeck, several hospital staff members were honored by the Shriners Hospital for Children, Los Angeles unit of the Al Malaikah Shrine, with a citation which reads, "For loyal and valuable support of Shriners Hospital for Children, Los Angeles unit. This token is given with deep gratitude by the Board of Governors in behalf of the children who benefited from your contributions." This citation was signed by Norbert E. Driggers, the 100th Potentate of the Shrine and G. Frank LBonte, Shrine Administrator.

Those staff members who participated in the October 18, 1997 screening clinic held in Cathedral City are: CAPT Eileen Horner,

LCDR Peggy Sleichter, LT Janet Dewees, LT Luciano Valero, LTJG George Knapp, LTJG Julia McDade, HMC Eli Fale, HMC Gary Jetton, MS1 Gary Hudson, MS1 Leslie Robinson, HM2 Charles Hall, DT2 Richard Peplinski, HM3 Matthew Brooks, HM3 Renee Brooks, HM3 Ingrad Osier, HM3 Melinda Zupinski, HN William Avery, HN Brandie Coleman, HN Edward Espos, HN Grace Ramirez, HA Latisha Richardson, Susan Compton and Tammy Nye. Personnel who participated, but have since left the command are: LTJG Norman Moser, HM1 Michael Uhrig, HM3 Carlos Aguilar, HM2 Manuel Quizon, MSSN Aktrashanti Clifton. Congratulations to all involved.



Several staff members of Naval Hospital Twentynine Palms receives congratulations from Shriners for their volunteer work at a Shriners Screening Clinic.

Advanced...



LTJG Julia McDade is promoted to her current rank in a recent ceremony held at the hospital.



Norbert E. Driggers, 100th Potentate of the Los Angeles California Unit of the Shrine addresses awardees of Naval Hospital Twentynine Palms at a special ceremony.

Takin' the Oath...



HM3 Dominador Cruz takes the oath of enlistment at a recent ceremony in the hospital's Laboratory Department.

Naval Hospital Hard Chargers...

Promoted...



LT Rodney Mann takes the oath during his recent promotion ceremony held in the hospital's Nursery.

Also Awarded...



HM3 Dawn Wilson gets her first Good Conduct Medal.

Another Medal...



HN Roshawn Claxton receives her first Good Conduct Medal.

Good Conduct...



HM3 Richard Isaak receives his first Good Conduct Medal.

A New Medal...



HM3 Nicole Sepulveda receives her first Good Conduct Medal.

Reenlistment...



HN Dawn Salyers receives congratulations from Captain R.S. Kayler at her recent reenlistment.

History...

Continued from page 4

act the patient's symptoms chiefly by purging the body of whatever was thought to cause the disease. Life on board wooden ships was hard. Each morning the Surgeon or one of the stewards held sick call where the seamen were permitted to report their complaints. When the frigates put to sea, they carried 96 pounds of Epsom salts in the medical stores. This remedy was freely dispensed to discourage seamen from reporting sick. There were few malingerers, for no grog was issued to men whose names were on the binnacle list. In fact, rather than stand the risk of having their grog stopped, many sailors would endure genuine illnesses and broken bones. The sickbay beds differed from the standard issue hammocks. They were swinging cots, braced with spreaders at each end and supporting a hair mattress. They were only occupied by the very ill, although extremely cold weather sometimes made the warmth and comfort of the sickbay more inviting than the grog issue, and at these times, sailors came down with Cape Horn Fever, a condition that lasted until the weather became warmer and the spars less icy, when it miraculously disappeared.

An order of the Navy Department dated 8 December 1866, reads in part: "The designation of persons serving as Surgeon's Stewards is changed to that of Apothecary and they will be appointed for duty in the Medical Department of the Navy, ashore and afloat, in the same manner as Surgeon's Stewards have heretofore been appointed. A candidate for examination and first enlistment as Apothecary must be a graduate of some recognized college of pharmacy and must be between the ages of 21 and 28 years of age." (U.S. Navy Regulations, 1896)

About the year 1873 the title of male nurse was changed to that of "Bayman". "The surgeon's division shall consist of all junior medical officers of the ship, the Apothecary, and the Baymen. Baymen shall be given a course of instruction on board the receiving ship or at a naval hospital before being drafted for service on a seagoing ship. Baymen (formerly called nurses) are personal attendants of the sick." (U.S. Navy Regulations, 1893) Next month, the foundation of the Hospital Corps.

More Hard Chargers...



LT Leeann Graham receives a Navy and Marine Corps Commendation Medal.



LCDR Linda Grant receives a Navy Achievement Medal.



HM3 Donna Tenney receives a Navy and Marine Corps Achievement Medal.



HM3 Ingrad Osier receives a Navy and Marine Corps Achievement Medal.



LTJG Todd Davis receives a Navy and Marine Corps Achievement Medal.



HM2 Vincent Joshlin receives a Navy and Marine Corps Achievement Medal.



HN Kerri Gaines receives a Navy and Marine Corps Achievement Medal.



HM3 Bryan Erickson receives a Navy and Marine Corps Achievement Medal.

*Happy
Valentine's
Day!*